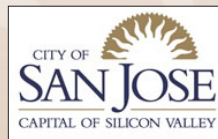


PART THREE
MGPTF
EVALUATION
REPORT

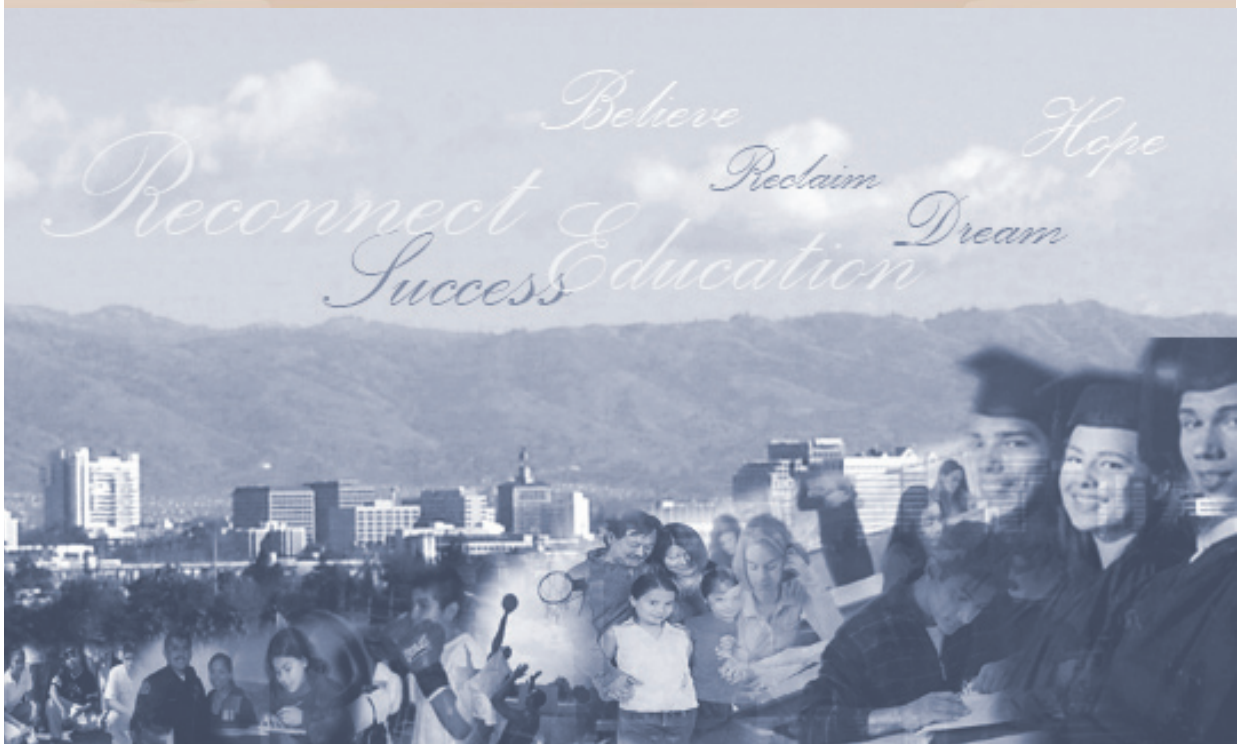
**Action Collaboration Transformation
(ACT)**

A plan to break the cycle of youth violence and foster hope

Mayor's Gang Prevention Task Force



**Strategic Work Plan
2008-2011**



San José Mayor's Gang Prevention Task Force Strategic Work Plan

Evaluation Report

The Bringing Everyone's Strengths Together (BEST) Program is the funding arm of the Mayor's Gang Prevention Task Force (MGPTF), and is implemented through the City of San José's Department of Parks, Recreation and Neighborhood Services (PRNS). The MGPTF has implemented a comprehensive Strategic Work Plan titled "Reclaiming Our Youth" from 2005 to 2007 that focuses on providing a continuum of services: prevention, intervention, and suppression services. Over the past twelve months, the MGPTF has continued to operate, executing the strategies under the current Strategic Work Plan while also facilitating a comprehensive strategic planning process toward the goal of developing a new plan for 2008-2011. This report evaluates the MGPTF Strategic Work Plan and the City of San José BEST program. This evaluation will use the new Strategic Work Plan to document effort, effect, and performance relative to the implementation of the work plan. A brief summary of the evaluation findings for the 2005 to 2007 work plan is provided.

San José BEST Program and the Mayor's Gang Prevention Task Force

The MGPTF, one of San José's leading grass-roots initiatives, and a nationally recognized model, addresses issues of gang violence and provides support to gang-involved youth and their families.¹ The City of San José remains one of the "safest big cities in America"² due in large part to the sustained efforts of the MGPTF and the BEST Program, the funding arm of the task force. The MGPTF model brings together the appropriate individuals and organizations to discuss community safety issues and comprehensive strategies to address anti-social behavior exhibited by youth. This national model has validated the theory that collaborative efforts, spanning a broad spectrum of community partners and stakeholders, can be collectively responsible and accountable for promoting the safety, health, and welfare of our youth, families, and communities. The MGPTF partners focus the majority of their efforts on promoting personal transformation, creating opportunities for youth to recognize and participate in alternatives to anti-social and violent behaviors through intervention services and new learning experiences. At the same time, an emphasis is placed on personal accountability in responding to violence and the use of fear or intimidation to exert influence in any neighborhood within the City of San José.

Under the leadership of San José Mayor Chuck Reed, the City Council continued its support of the MGPTF and the BEST Program for Fiscal Year 2007-2008. The BEST Program and the MGPTF continue to provide public value based on research regarding program expenditures, services delivered, and the impact on the youth, families, and communities in San José. The BEST Program continues to focus on maximizing school success, increasing school safety, reducing violence and gangs, and measuring short and long-term results. As such, Cycle XVII of the BEST Program employed the use of the performance logic model, an evaluation design that integrates the previously used logic model with a performance-based evaluation system. The success of the San José BEST program has been due, in part, to the emphasis placed on harder to serve youth and youth who are out of the mainstream of most community services. The City of San José has been a standard-bearer for not giving up on some of their most valuable assets — youth out of the mainstream. In the last sixteen years, the BEST Program has expended a total of \$31 million in City and \$30 million in matching funds to deliver 9.7 million hours of direct service in order to reduce gang activity and violence.³ The BEST Program and MGPTF have established themselves as major contributing forces to the San José's recognition as one of the safest big cities in America.

1 *National League of Cities Institute for Youth, Education, and Families, California Cities Gang Prevention Network Strategy Paper: Implementing a Citywide Gang Violence Reduction Strategy. (2008)*

2 *Kansas Based Research and Publishing Company, Morgan Quitno (2007)*

3 *Community Crime Prevention Associates, BEST Interim Evaluation Report (2007-2008)*

Summary of Evaluation Findings for 2005-2007

The following is a summary of achievements relative to the five strategic goals from the Strategic Work Plan 2005-2007:

Strategic Goal 1: Develop and implement an “asset-based” service delivery system aimed at connecting, coordinating, and leveraging intervention resources.

San José BEST contracted with 24 agencies to provide services including gang mediation and intervention, truancy intervention, parent and family support, service to adjudicated youth, and outpatient substance abuse treatment. In FY 2006-2007, 4,534 unduplicated participants were served through the BEST program, among whom fifty-three percent (53%) were gang-impacted (supporter or member) participants. Of participants surveyed, 88% were satisfied with the services they received and seventy-nine percent (79%) reported that services received were effective in producing a change for the better.

Strategic Goal 2: Create and implement a Crisis Response Protocol aimed at keeping schools, community centers, and neighborhoods safe.

The Community Crisis Response Protocol is an established procedure that activates police, other city departments, community-based organizations, social service agencies, and schools to respond in a timely manner to acts of violence on school campuses and at community centers. The San José Police Department (SJPd) and PRNS are the primary responders to an occurrence of gang or youth violence. The protocol facilitates the notification of community stakeholders, alerts the Safe School Campus Initiative (SSCI) to deploy intervention teams to surrounding neighborhoods, and engages the MGPTF partners to restore “peace” in the community through targeted services. In late 2007 and early 2008, the Community Crisis Response Protocol was activated in response to an up-tick in homicides, engaging service providers in an effort to prevent any further escalation of violence.

Strategic Goal 3: Develop and implement a comprehensive capacity-building strategy aimed at equipping Task Force members with the skills and resources necessary to re-direct youth.

Eighty percent (80%) of MGPTF members reported that their involvement allowed them to take action with other collaborators to address community needs and respond to challenges in the City. Three out of four (76%) task force members reported that their involvement assisted them and/or their agency to form partnerships with related local, state, and national initiatives being implemented in the City. Eighty percent (80%) of members indicated that they have established new and/or, strengthened existing relationships as a result of their participation in the MGPTF. The MGPTF Technical Team’s average attendance more than doubled (112% increase) and the number of participants who are not BEST funded grantees who participate in the MGPTF almost tripled (190% increase) from January 2005 to October 2007.

Strategic Goal 4: Create an education and awareness campaign regarding the risk factors affecting youth and resources available to them.

A brochure was developed and finalized to market the availability of resources within the community through the MGPTF. A combination of outreach activities, trainings, and intervention services increased public awareness with regard to minimizing the risk factors that adversely impact youth and optimizing utilization of existing resources to foster pro-social attitudes and behaviors. BEST funded Parent Gang Awareness trainings reached over four hundred (400) participants through 11 offerings facilitated by California Youth Outreach and Catholic Charities. The SSCI provided on-going trainings for parents, school staff, community members and others, while programs like Striving Toward Achievement with a New Direction (STAND) and Clean Slate continued to serve the needs of the youth.

Strategic Goal 5: Integrate the City of San José’s MGPTF Intervention Strategy with local, state, and national initiatives.

The MGPTF hosted site visits for cities and attendees from the California 13 Cities Gang Prevention Network Conference. The cities of Stockton, Vacaville, Sacramento, Santa Barbara, Santa Rosa, Tracy, and Lincoln as well as other conference participants have sought assistance to establish a Gang Task Force in their respective jurisdictions. The City of San José’s model has generated interest from as far away as Seattle, Washington and Arlington, Texas which have also visited to observe and learn from collaborative partners. MGPTF members presented at summits and conferences on the subject of gangs such as the National League of Cities, Tulare County Gang Summit, and City of Salinas.



Building on a History of Success

Implicit within the practice of continuous improvement is a commitment to further developing strengths that have emerged from the MGPTF model as it has been implemented over the past 16 years. The City of San José has continued to employ its national model of an intervention-based service strategy. This strategy enhances the capacity of service providers and establishes a common language to be employed across agencies in delivering services to youth and their families. The MGPTF will link this intervention-based strategy with other initiatives in Santa Clara County, the State of California, and the United States which support improving the lives of disconnected youth. Leveraging and connecting internal resources, utilizing the latest research, and integrating with other youth initiatives enables the MGPTF collaborative to benefit from fresh perspectives and best practices operating both inside and outside the City of San José. This overall strategy challenges stakeholders on an ongoing basis to critically assess and evaluate their provision of services to ensure they are:

- Culturally relevant, as well as age appropriate
- Actively engaging families in the lives of their youth
- Responding to the evolving needs of the community
- Developing and nurturing the strengths and assets of youth
- Reconnecting youth who are disconnected from their families, schools, and communities
- Optimizing precious limited resources
- Achieving desired outcomes
- Grounded in the public's best interest

Policy Team Reorganization

In January 2008, the MGPTF Policy Team evolved into a new organizational structure to include representation from the Santa Clara County Board of Supervisors, District Attorney's Office, as well as four sub-committees to reinforce partnerships and maximize the efficiency of the policy team through the leveraging of resources and facilitation of timely communication. The four sub-committees to which MGPTF partners were assigned include: Community Engagement, School Safety, Interagency Collaboration, and the Technical Team. Staff from the Mayor's Office, SJP, and PRNS provide support to the sub-committees in executing their respective committee charges. The MGPTF Policy Team continues to be comprised of all the relevant partners (e.g., Mayor's Office, SJP, Schools, Probation, etc.) to facilitate both the implementation of its policy directives and the brokering of resources. The MGPTF Technical Team, convened at a retreat in Spring 2007 to review the existing strategic goals, affirm their relevance, and explore future policy directions. At the Spring 2007 retreat, the Technical Team established five priority areas of emphasis to be incorporated for 2008-2011:

- Well-coordinated "asset-based" service delivery system.
- Enhanced crisis response protocol, emphasizing prevention and after-care services.
- Capacity-building and fund development strategy.
- Education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and the community in fostering opportunities to live, work, and prosper together.
- Formalized partnerships with related local, state, and national initiatives.

Community Input and Strategic Planning Process

The MGPTF embarked upon an extensive community outreach process with the intention of capturing input from the different segments that make up San José's diverse community. Emphasis was placed on gathering input from youth through schools, community centers, and the Youth Commission, as well as detention facilities such as juvenile hall and the ranches. Town hall meetings were held throughout the city to afford all residents access to the process to voice their concerns, ideas, and commitment to reduce violence and anti-social behavior. One of the greatest strengths of the MGPTF is that it is inclusive and collaborative in its functioning, as was evident through the deliberate effort to dialogue with the community in developing the next iteration of the Strategic Work Plan. The community input process began in Spring 2007 with a retreat that involved community-based organizations serving as members of the Technical Team. The community-at-large participated in the input process in April and May 2008, and included 43 focus groups that were facilitated at sixteen 16 distinct convenings involving over 1,200 participants.

Table 67

Date	Location	Number of Focus Groups
Spring 2007	MGPTF Technical Team	4
24-Apr-08	Alum Rock Youth Center	8
28-Apr-08	Franklin-McKinley School District	6
1-May-08	Southside Community Center	3
12-May-08	Juvenile Hall (Youth)	2
12-May-08	Alum Rock Youth Center (Youth) Pala and Joseph George Middle Schools	1
13-May-08	Painter Elementary School (Youth)	1
13-May-08	Slonaker Academy (Youth)	1
13-May-08	Cureton Elementary School (Youth)	1
13-May-08	McCollam Elementary School (Youth)	1
13-May-08	Muriel Wright Ranch (Youth)	2
14-May-08	George Shirakawa Community Center	2
15-May-08	Yerba Buena High School (Youth)	1
19-May-08	San Jose City Hall	5
28-May-08	Harker Elementary School	4
	Youth Commission	1
TOTAL		43

During the community input forums, participants were divided into focus groups that were facilitated in English and Spanish primarily by PRNS staff members with technical assistance provided by Community Crime Prevention Associates (CCPA). Participants were asked to respond to two prompts and then to assign a ranking priority to the solutions that they felt would have the greatest impact on keeping youth out of gangs and reducing violence in our communities. Staff from the City of San José transcribed the notes from all of the sessions that were facilitated throughout the process. The goal was to take the top three priorities from each of the focus groups and compile them into a central document for purposes of clustering the findings around thematic areas of focus. The data was sorted according to three criteria: (1) Area of

Table 68

Thematic Areas of Focus - (What can we do to keep youth out of gangs and reduce violence in our communities?)	Number of Responses to the Prompt
Creating safe spaces for youth.	15
Developing the talents, skills, and abilities of our youth through pro-social activities and engagement.	60
Education- Fostering Awareness, Learning, and training among key stakeholder groups.	26
Promoting safety in the City of San José through collaboration across stakeholder groups.	16
Strengthening our community through unity, reconciliation, and transformation.	18
Total Number of Responses	135

Thematic Focus, (2) Relevance to MGPTF Policy Team Sub-Committees, and (3) Continuum of Care Strategy. The five areas of thematic focus that emerged during the community input process and respective number of responses for each are presented in the table below:

Five Guiding Principles

There are five guiding principles that drove the development of the Strategic Work Plan for 2008-2011 (See Graphic 6):

1. We value our youth.
2. We cannot arrest our way out of this problem.
3. We will address this community challenge with a community response.
4. We will hold our youth accountable for their actions and assist them to get back on the right path.
5. We will not give up on any youth and are committed to facilitating personal transformation.

Community Crime Prevention Associates (CCPA) was responsible for the drafting of the Strategic Work Plan working closely with colleagues from the Mayor's Office, PRNS, SJPd, MGPTF Policy Team, the City Manager's Office, and the community-at-large. A representative committee of these collaborators convened a series of meetings to review and discuss the drafts of the work plan to ensure that the goals and objectives incorporated the input that had been gathered, while also accounting for existing capacity. The Strategic Work Plan 2008-2011 was approved for adoption by the City Council on September 23, 2008.

Action Collaboration Transformation (ACT)

A community plan to break the cycle of youth violence and foster hope

MGPTF Strategic Work Plan 2008-2011

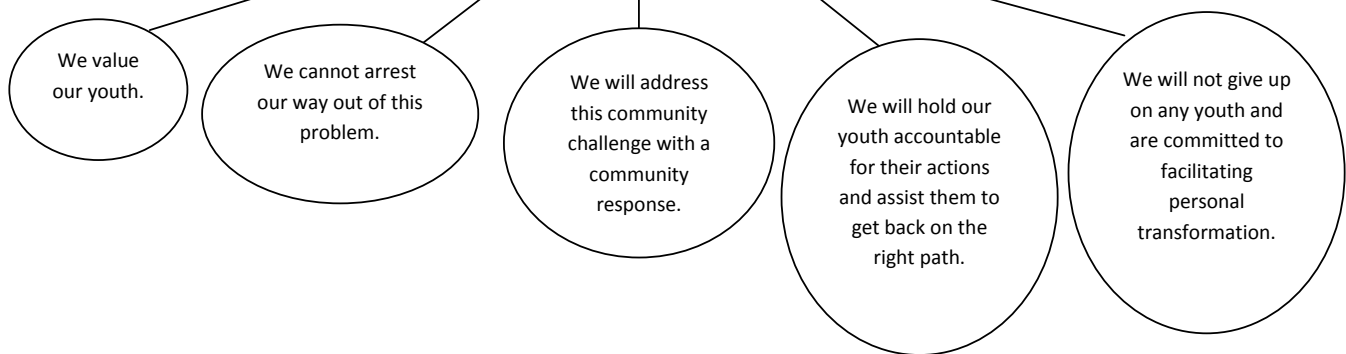
Action Collaboration Transformation (ACT): A community plan to break the cycle of violence and foster hope- The Mayor's Gang Prevention Task Force (MGPTF) Strategic Work Plan 2008-2011, is the product of a collaborative effort involving youth; private residents; city, county, and state government; community and faith-based organizations; schools; parents; and local law enforcement. Since 1991, a sustained commitment has been put forth by a diverse group of stakeholders, representing a range of entities, to "ACT" in the best interest of San José's youth and families. With the leadership and support of Mayor Chuck Reed, these many contributors, both continuing and new, remain united behind a plan to intervene in the lives of its youth – to "ACT" to address the anti-social forces of influence that have disconnected them from their families, schools, and communities. The plan incorporates the latest research on successful approaches to healthy youth development across a continuum of care with an emphasis on reclaiming gang-involved and disconnected youth through intervention services. Acting in the interest of San José's youth is a commitment on behalf of the community to get them back into schools, reconnect them with their families and communities, provide them with a supportive and healthy environment to learn and grow, and redirect them toward more pro-social behaviors. Ultimately, the goal is for youth to act with a sense of responsibility for their actions and accountability to themselves, their families and the community. San José's youth will be afforded the opportunity and support to personally transform themselves and their circumstances while those seeking to employ intimidation and fear to exert their influence on the residents and neighborhoods of San José will be held personally accountable to the full extent of the law.

Overview of MGPTF

Graphic 6

Mayor's Gang Prevention Task Force

Guiding Principles



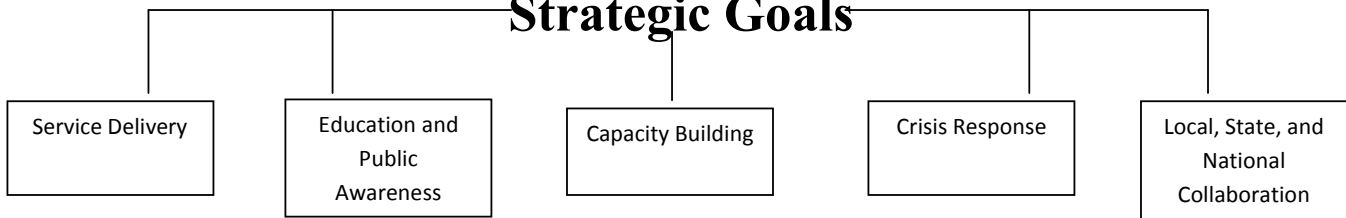
Vision

Safe and healthy youth connected to their families, schools, communities, and their futures.

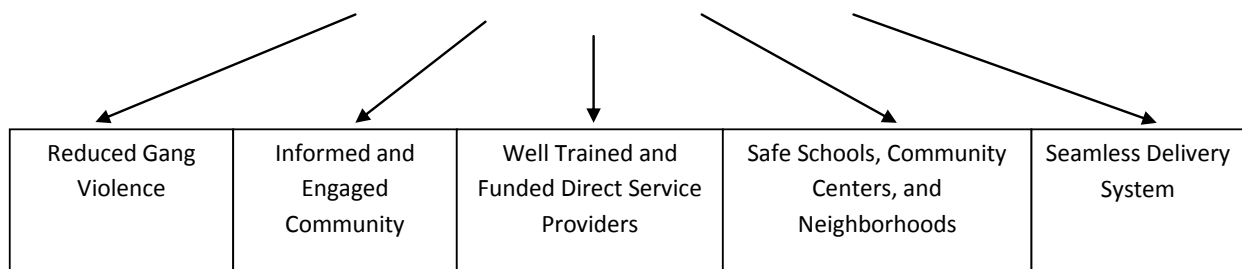
Mission

We exist to ensure safe and healthy opportunities for San José's youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools, and neighborhoods.

Strategic Goals



Outcomes



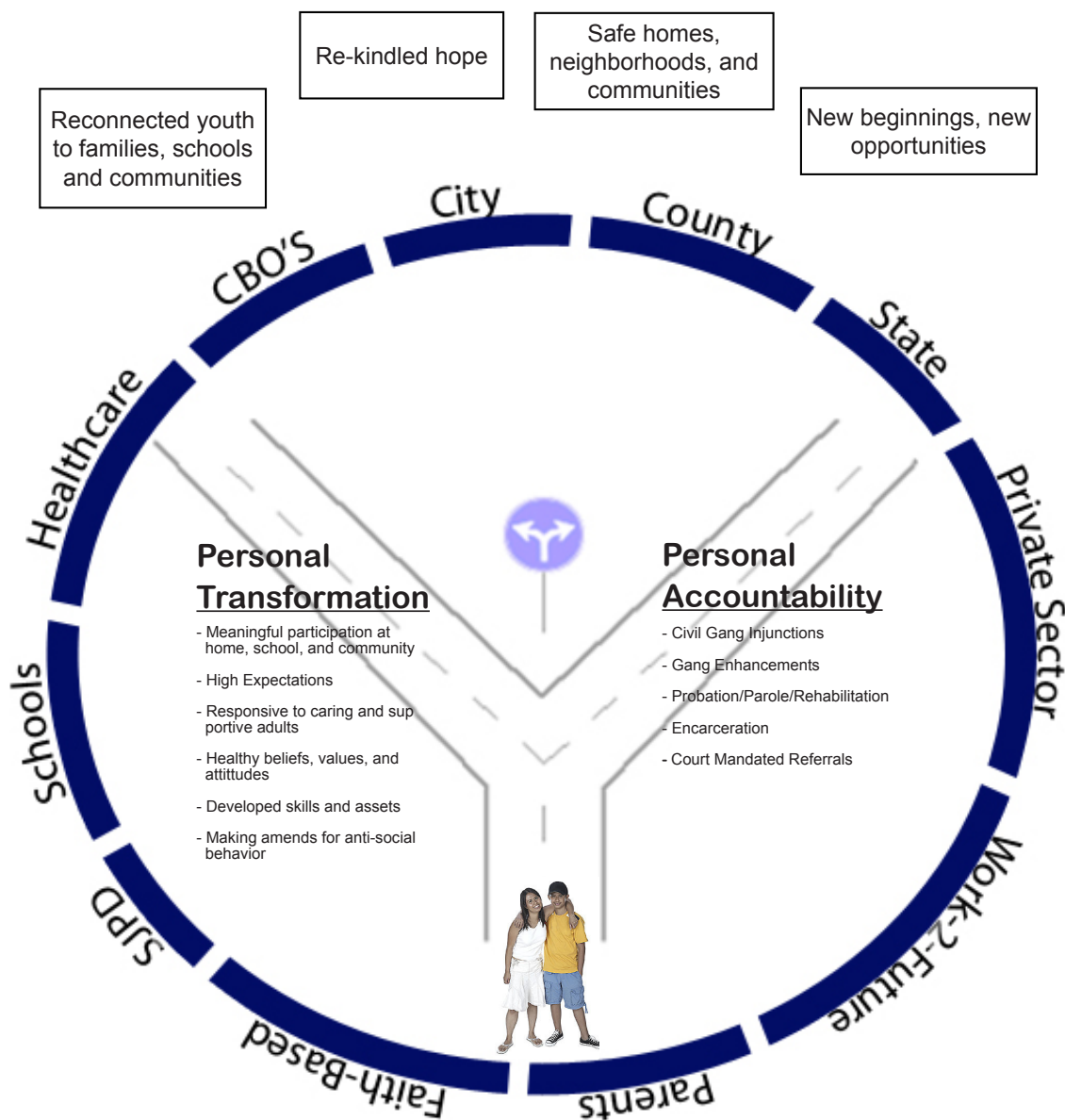
Promoting Personal Transformation and Personal Accountability

The MGPTF Continuum of Care is designed to afford youth the opportunity, at different stages in their development, to recognize anti-social behaviors and alternatives that they can exercise to develop their talents, skills, and abilities through pro-social activities. Youth who are willing to invest the time and effort in transforming themselves and their circumstances will have access to and the support of a number of experienced service providers who are vested in the short and long-term success of their youth clients. A vigorous effort will be made to afford every youth client served through the Continuum of Care the opportunity to utilize the resources available, to realize their potential and to develop their capacity to be contributing members of the community. Accordingly, the age range of eligible clients has been amended to include younger clients who might benefit from early care and prevention services.

Youth who choose to employ violence and intimidation to exert influence on neighborhoods will be subject to an equally vigorous effort to disrupt and suppress their activities. The prosecution of violent offenders, whether youth or adult, will be pursued to the full extent of the law to hold individuals personally accountable for inflicting physical or

360° Community Accountability

Graphic 7



any other harm upon members of the San José community.

Facilitating a Community Response to a Community Issue

A recent increase in the number and intensity of gang-related violent crimes was addressed through a collaborative response that included coordination between the City of San José, MGPTF partners, and local neighborhoods. Monitoring emerging trends has enabled the MGPTF to mobilize short-term, high impact remediation efforts while factoring in long-term strategies and tactics to disrupt the cycle of violence.

As the capacity of intervention service providers has been developed, many valuable lessons have been learned regarding best practices in working with disconnected youth. The MGPTF is structured such that trainings and technical assistance is offered to members of the Technical Team. The need for parent training and community workshops was a recurring topic that emerged during the community input process. Thus, an education and awareness campaign will be implemented toward the goal of increasing the capacity of parents, families, and neighborhoods as partners in intervening in the lives of disconnected youth.

Strengthening the Continuum of Care Model

The MGPTF has honed its strategies and increased its effect on the lives of disconnected youth through a collaborative approach with a network of community partners. Resources have been allocated primarily to an intervention-based service delivery strategy while linkages have been leveraged to fully implement the other strategies (i.e., Early Care, Prevention, After Care, Suppression) of the MGPTF Continuum of Care. Moving forward, emphasis will be placed on youth referrals to service providers across the continuum of care to assess the outcomes that result.

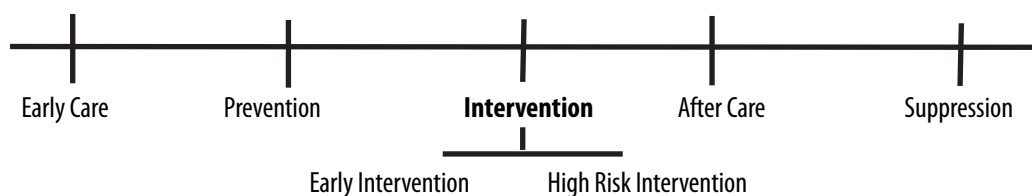
The Community Crisis Response Protocol and Juvenile Justice Systems Collaborative (JJSC, formerly Juvenile Detention Reform) efforts are essential elements of the intervention services based approach that has shown favorable results for the MGPTF. The Crisis Response Protocol is a procedure that activates the police department, other city departments, community-based organizations, social service agencies, and schools to respond to acts of violence in the community. When crisis has surfaced, the protocol has been effective in getting notice to community stakeholders, alerting the Safe School Campus Initiative to deploy intervention teams to surrounding neighborhoods, and engaging the MGPTF partners to restore “peace” in the community through after-care services. The recent surge in homicides and juvenile crimes in the City of San José have placed a renewed emphasis on developing the capacity of staff in all partner agencies through targeted training that will increase their ability to be successful in working with gang-impacted youth.

The primary goals of Juvenile Detention Reform were to create alternatives to detention/ incarceration, reduce the disproportionate representation of ethnic minorities, reduce unnecessary delays in case processing, and engage impacted parents and youth, intervening before youth penetrate the system, and providing alternatives so that youth can continue to attend school and receive appropriate treatments and support. The evolution of JDR into the Juvenile Justice Systems Collaborative reflects a renewed effort that is being undertaken to explore, develop, and coordinate alternatives to incarceration for youth offenders. Enhancing the capacity of community-based service providers and other members of the MGPTF to serve youth and their families, coupled with viable, appropriate alternatives to detention/incarceration will likely

Continuum of Care Model - Care is delivered over the following continuum:

Graphic 8

MGPTF Continuum of Care



yield favorable results in relation to school success and juvenile justice over time.

Addressing the Socioeconomic Factors that Influence Anti-Social Behavior

Addressing the participation of youth in gangs and other anti-social behaviors requires innovation in responding to the socio-economic factors that influence the behaviors of youth. The adverse effects of a youth becoming disconnected from schools, having limited access to health and dental care, and limited access to nutritious food, among other factors, are multi-dimensional and difficult to quantify in the long-term. While it would be difficult for any single agency to respond to any combination of the aforementioned challenges, the network of BEST funded and non-BEST funded agencies that actively participate on the Technical Team have certainly developed the ability to respond to a growing range of needs demonstrated by youth and families. By forging relationships with new partners such as local community colleges and businesses, existing workforce and training needs can be leveraged toward the long-term goal of stimulating economic development in the City of San José by training and employing parents and youth in need of career-oriented jobs. Developing and enhancing opportunities for further educational pursuits and workforce training can be leveraged to hold youth and their parents accountable for their success in school and diversion from anti-social behavior. In addition, cultivating San José's greatest resource, its youth and residents, in the long-term could result in a better trained, more employable citizenry which could appeal to current and future business partners seeking to locate themselves within the city limits.

According to Project Cornerstone's Asset Charts⁴, there is a direct correlation between increasing the number of assets that youth possess and decreasing the incidence of high-risk behaviors, such as drug and alcohol abuse and acts of violence. Stakeholders are united behind the notion that it is not enough to just prevent youth from joining gangs and getting involved in violence and/or gang-involved activities. Families and communities must also make other opportunities available to youth, and provide them with the care, support, and encouragement necessary to enable youth to pursue those alternatives. Research published by Child Trends alludes to the significance of youth having caring and supportive families, suggesting that good relations between parents and adolescents lessen the likelihood that teens will exhibit problem behaviors.⁵ Research also indicates that youth without supportive parents can receive care, love, and support from other adults found in extended families, the community, and in

⁴ <http://www.projectcornerstone.org/content/charts.pdf>

⁵ *Child Trends, Promoting Well-Being Among America's Teens (October 2002)*

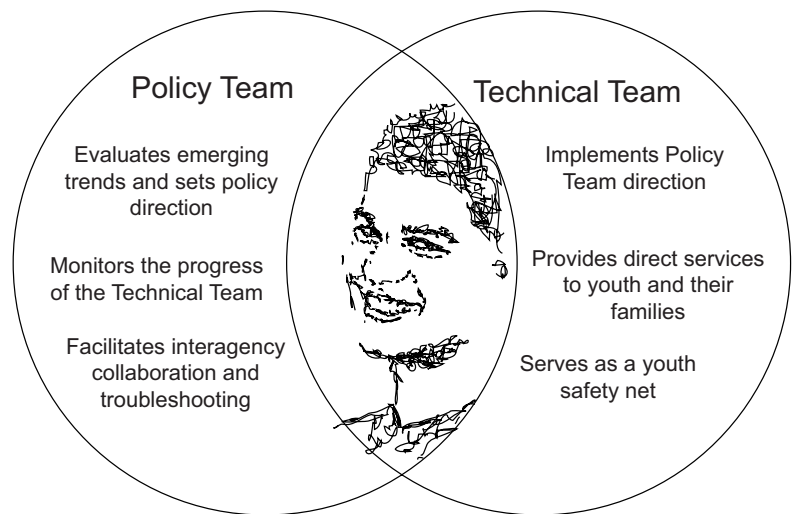


Strategic Goal 1

Strengthen and expand the “asset-based” service delivery system to connect, coordinate, and leverage community resources in executing the MGPTF Continuum of Care Strategies.

MGPTF Members Indicate Effectiveness

A survey of MGPTF members in the fall of 2005, 2006, 2007 and 2008 indicated that the MGPTF is effective. Members indicated that there is room for continuous improvement. A decline in the percentage of members responding in agreement to the survey questions regarding effectiveness and the number of new members attending the Technical Team meetings may be attributable to the restructuring of the MGPTF, as one contributing factor. As the functioning of the MGPTF under the new structure is implemented, it is anticipated that the frequency of responses will improve in 2009. The MGPTF Technical Team's average attendance has grown by 23% from last year's attendance. This last year, from November 2007 to October 2008, the average attendance at the meeting was 140 members. The number of participants who are not BEST funded grantees who participate in the MGPTF has increase by 272% from January 2005 when compared to October 2008. The new MGPTF Technical Team organization and structure continues to show promise as an effective model for collaboration, partnership, and problem solving. Data from the survey of members shows that the MGPTF continues to demonstrate success in building and strengthening relationships among members. Members indicate that the MGPTF has assisted them and their agencies to participate in local, state, and national initiatives. Ratings by members that their involvement in the MGPTF has allowed them to take action with other members to meet needs and solve problems in our city remains high.



Graphic 9

Table 69

Mayor's Gang Prevention Task Force (MGPTF) Policy and Technical Team members indicated if they agree, somewhat agree or disagree with the following statements:	Agree				Somewhat Agree				Disagree			
	Fall 05	Fall 06	Fall 07	Fall 08	Fall 05	Fall 06	Fall 07	Fall 08	Fall 05	Fall 06	Fall 07	Fall 08
1. MGPTF Policy Team has been effective.	68%	81%	74%	58%	32%	16%	26%	39%	0%	2%	0%	3%
2. MGPTF Technical Team has been effective.	73%	80%	73%	61%	27%	18%	27%	37%	0%	2%	0%	2%
3. My communication with other service providers and agencies has improved because of my involvement in the MGPTF.	68%	80%	80%	71%	28%	18%	17%	25%	4%	2%	3%	4%
4. I have built new relationships and strengthened current relationships by participating in the MGPTF.	78%	87%	80%	84%	18%	11%	20%	14%	4%	2%	0%	2%
5. My involvement in the MGPTF has assisted me and/or my agency to form partnerships with related local, state and national initiatives being implemented in our city. (i.e., Safe Schools, Alternative School Collaborative, Juvenile Detention Reform, Weed and Seed etc.)	61%	76%	76%	74%	32%	22%	23%	21%	7%	2%	1%	5%
6. My involvement in the MGPTF has allowed me to take action with other members to meet needs and solve problems in our city.	60%	69%	80%	69%	35%	29%	20%	28%	5%	2%	0%	4%

MGPTF Strategic Work Plan Components

MGPTF members were asked to rate 23 Strategic Work Plan components for their importance and how well they are being accomplished. The table on the following page shows the rankings and the discrepancy, or difference, between how important and how well these components are being accomplished. The Strategic Work Plan components are sorted by how well the component was being accomplished. If there was a big positive difference between importance and accomplishment, then it was labeled an over accomplishment. If there was a negative discrepancy in rank, then it was labeled an area that needs better performance. For example, the component, “Developed and implemented a well-coordinated, “asset-based” service delivery system aimed at connecting, coordinating and leveraging intervention resources”, was rated 3 in importance and 10 in accomplishment, for a discrepancy of -7. Thus, this would be an area needing further work and improvement.

Table 70

MGPTF Strategic Work Plan Components	Importance Rank	Accomplishment Rank	Discrepancy in Rank	Strengths and Improvement
Tracked Gang-related incidents of violence reported at the Technical Team meetings, leading to action steps being taken by the Technical team to resolve the incidents; visits were made to all victims of violence to meet their needs, reduce retaliatory incidents and prevent future incidence of violence.	1	1	0	
Reorganizing the technical team into four geographical divisions has improved coordination and delivery of services to gang-involved and/or disconnected youth and their families.	8	2	6	
Supported an excellent, well-trained and well-equipped police force to help keep our residents and neighborhoods safe.	2	3	-1	
Took actions and provided feedback on what was the result of the action to the four geographic groups of the Tech. Team of the MGPTF.	11	4	7	
Enhanced Crisis Response protocol aimed at maintaining safe schools, community centers and neighborhoods and emphasizing prevention and after-care services.	4	5	-1	
Reorganizing the technical team into four geographical divisions has improved response to incidents of youth and gang violence throughout neighborhoods, including community centers in each division.	7	6	1	
Promoted a strong commitment to crime prevention that has resulted in keeping our residents and neighborhoods safe.	6	7	-1	
Participated in an education and awareness campaign regarding the risk factors affecting youth and the resources available to them.	18	8	10	Over accomplished
Helped youth to maintain a sense of responsibility for their actions and accountability to themselves and others.	9	9	0	
Developed and implemented a well-coordinated, "asset-based" service delivery system aimed at connecting, coordinating and leveraging intervention resources.	3	10	-7	Need better performance
Now responding to the evolving needs of the community.	20	11	9	Over accomplished
Maximizing limited resources while achieving desired outcomes.	19	12	7	Over accomplished
Developed effective partnerships with all the people in our community focusing on solutions that protect public safety.	13	13	0	
Service Providers are now informing one another about the types of services they provide, so that all become familiar with one another, form close bonds and establish solid one-on-one contacts.	14	14	0	
Has improved our capacity (skills and resources) necessary to re-direct youth.	12	15	-3	
Developing and nurturing youths' strengths and assets.	15	16	-1	
Giving more youth without supportive parents care, love and support from other adults found in extended families, community and schools.	16	17	-1	
By coming together, organizations are establishing common, shared language to communicate with one another and developing greater community among all partners and stakeholders.	21	18	3	
Reconnecting youth who are disconnected from families, schools and their communities.	17	19	-2	
Established open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders to ensure an effective Crisis Response Strategy.	5	20	-15	Need better performance
Added services provided to youth that are culturally and ethnically relevant, as well as age appropriate.	23	21	2	
Enhancing pro-social influences for disconnected youth by putting them in contact with caring and supportive adults at home, in school and/or the community.	10	22	-12	Need better performance
Helping actively engage families in the lives of their youth.	22	23	-1	

How did the top five ranked in importance rank in accomplishment?

Three of the top five ranking in importance were accomplished with a high ranking. As mentioned before, the third ranked in importance was ranked 10th in accomplishment which is indicative of an area for improvement in the next year. The statement read, "Developed and implemented a well-coordinated, 'asset-based' service delivery system aimed at connecting, coordinating and leveraging intervention resources."

MGPTF members indicated that they were doing well in accomplishing the "Enhanced Crisis Response protocol aimed at maintaining safe schools, community centers and neighborhoods and emphasizing prevention and after-care services." However, the MGPTF members indicated a need to improve communication to enhance the community crisis response. The statement, "Established open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders to ensure an effective Crisis Response Strategy," ranked fifth (5th) in importance and 20th in accomplishment. Another area for improvement identified by members of the MGPTF is related to connecting youth to caring adults. The statement, "Enhancing pro-social influences for disconnected youth by putting them in contact with caring and supportive adults at home, in school and/or the community" was ranked 10th in importance and 22nd out of 23 components in the accomplishment rank.

Evaluators suggest that the MGPTF Technical Team discuss how they can work to improve two of the top five important components of the Strategic Work Plan and the tenth (10th) ranked in importance component during one of their meetings in the near future.

Table 71

MGPTF Strategic Work Plan Components	Importance Rank	Accomplishment Rank	Discrepancy in Rank
Tracked Gang-related incidents of violence reported at the Technical Team meetings, leading to action steps being taken by the Technical team to resolve the incidents; visits were made to all victims of violence to meet their needs, reduce retaliatory incidents and prevent future incidence of violence.	1	1	0
Supported an excellent, well-trained and well-equipped police force to help keep our residents and neighborhoods safe.	2	3	-1
Developed and implemented a well-coordinated, "asset-based" service delivery system aimed at connecting, coordinating and leveraging intervention resources.	3	10	-7
Enhanced Crisis Response protocol aimed at maintaining safe schools, community centers and neighborhoods and emphasizing prevention and after-care services.	4	5	-1
Established open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders to ensure an effective Crisis Response Strategy.	5	20	-15



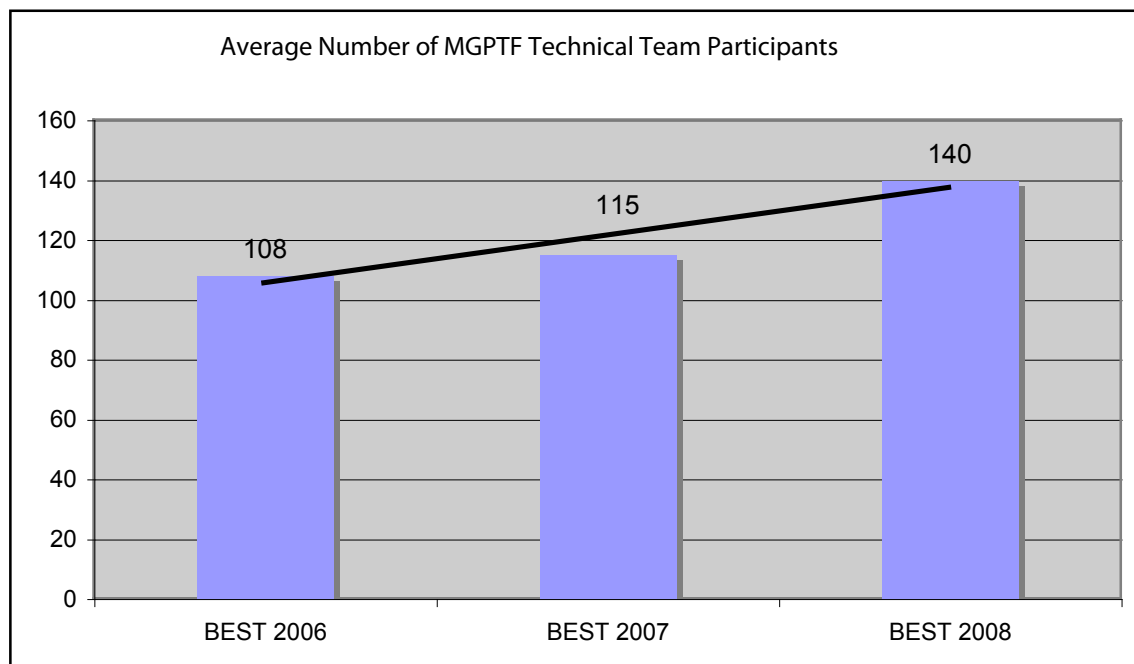
Attendance in the MGPTF Technical Team is Increasing

The MGPTF Technical Team average attendance increased by 23% from last year to an average of 140 participants. The number of participants who are not BEST funded grantees who participate in the MGPTF has increased by 272% from January 2005 to October 2008. The following table and chart show the growth of the Technical Team average attendance, as well as the attendance for the last 46 months.

Table 72

Month	Year	Site	Total Best	Total Non-Best	Total Attendance
January	2005	Horton Youth Center, 2315 Canoas Garden Avenue, San Jose, CA 95125	28	29	57
February	2005	ESUHS District Office, 830 N. Capitol Avenue, San Jose, CA	18	40	58
March	2005	Washington United Youth Center, 921 South First Street, San Jose, CA 95110	56	66	122
April	2005	Volunteer Center of Silicon Valley, 1922 The Alameda, San Jose, CA 95126	30	63	93
May	2005	MACSA Youth Center, 660 Sinclair Drive, San Jose, CA 95116	34	77	111
June	2005	United Way Building, 1922 The Alameda, San Jose, CA 95126	31	35	66
July	2005	NO MEETING FOR THE MONTH OF JULY	0	0	0
August	2005	National Hispanic University (NHU), 14271 Story Road, San Jose, CA 95127	29	45	74
September	2005	MACSA Youth Center, 660 Sinclair Drive, San Jose, CA 95116	33	65	98
October	2005	San Jose Job Corps, 3485 East Hills Drive, San Jose, CA 95127	29	80	109
November	2005	Safety Summit - CH Rotunda, 200 E Santa Clara Street, San Jose, CA 95113	N/A	N/A	418
December	2005	FMSD Board Room, 645 Wool Creek Drive, San Jose, CA 95112	27	68	95
January	2006	Horton Youth Center, 2315 Canoas Garden Avenue, San Jose, CA 95125	43	75	118
February	2006	Volunteer Center of Silicon Valley, 1922 The Alameda, San Jose, CA 95126	31	76	107
March	2006	Camden Community Center, 3369 Union Avenue, San Jose, CA 95124	44	84	128
April	2006	Center for Employment Training (CET), 701 Vine Street, San Jose, CA 95110	35	60	95
May	2006	FMSD Office, 645 Wool Creek Dr., San Jose, CA 95112	36	62	98
June	2006	San Jose Job Corps, 3485 East Hills Drive, San Jose, CA 95127	37	67	104
July	2006	NO MEETING FOR THE MONTH OF JULY	0	0	0
August	2006	National Hispanic University (NHU), 14271 Story Road, San Jose, CA 95127	32	67	99
September	2006	Center for Employment Training (CET), 701 Vine Street, San Jose, CA 95110	34	80	114
October	2006	Alum Rock Union School District Office, 2930 Gay Avenue, San Jose, CA 95127	38	76	114
November	2006	Camden Community Center, 3369 Union Avenue, San Jose, CA 95124	42	90	132
December	2006	City Hall, 200 East Santa Clara St., San Jose, CA 95113	23	37	60
January	2007	Franklin McKinley School District Office, San Jose, CA 95112	41	70	111
February	2007	Volunteer Center of Silicon Valley, 1922 The Alameda, San Jose, CA 95126	37	80	117
March	2007	Almaden Community Center, 6445 Camden Avenue, San Jose, Ca	30	70	100
April	2007	St Francis Retreat House, San Juan Bautista, CA	46	82	128
May	2007	Jubilee Christian Center, 161 Nortech Parkway, San Jose, CA	48	75	123
June	2007	San Jose Job Corps, 3485 East Hills Drive, San Jose, CA 95127	40	96	136
July	2007	NO MEETING FOR THE MONTH OF JULY	0	0	0
August	2007	California Community Partners for Youth, Inc. (CCPY) @ YBHS 1855 Lucretia	34	75	109
September	2007	Camden Community Center, 3369 Union Avenue, San Jose, CA 95124	35	90	125
October	2007	Jubilee Christian Center, 161 Nortech Parkway, San Jose, CA	37	84	121
November	2007	San Jose Conservation Corps., 1534 Berger Drive, San Jose CA 95112	41	75	116
December	2007	Berryessa Community Center, 3050 Berryessa Road, San Jose CA 95132	57	85	142
January	2008	Almaden Community Center, 6445 Camden Avenue, San Jose, Ca 95124	52	89	141
February	2008	Jubilee Christian Center, 161 Nortech Parkway, San Jose, CA	39	88	127
March	2008	Camden Community Center, 3369 Union Avenue, San Jose, CA 95124	47	94	141
April	2008	Center for Employment Training (CET), 701 Vine Street, San Jose, CA 95110	49	139	188
May	2008	Alum Rock Youth Center, 137 N. White Road, San Jose, CA 95127	49	89	138
June	2008	San Jose Job Corps, 3485 East Hills Drive, San Jose, CA 95127	42	101	143
July	2008	NO MEETING FOR THE MONTH OF JULY	0	0	0
August	2008	Alum Rock Youth Center, 137 N. White Road, San Jose, CA 95127	41	84	125
September	2008	Center for Employment Training (CET), 701 Vine Street, San Jose, CA 95110	44	81	125
October	2008	Boys and Girls Club, 2195 Cunningham Avenue San Jose, CA 95122	48	108	156

Chart 44



Effectiveness of Intervention Programs

The City of San José BEST Program and Santa Clara County JJCPA participated in measuring the effectiveness of their programs by collecting data with regard to satisfaction with services and targeted changes in skills, knowledge, attitudes, and behaviors in their youth customers. Youth, parents or guardians, and individual staff assessments provide insights regarding customer satisfaction and service productivity for a sampling of youth participants. The table below indicates the results for the youth surveys. BEST and JJCPA youth, parents, and staff assessments asked the same youth developmental asset service productivity questions, in addition to program-specific, agency selected questions. Overall, the groups met the performance goals set by the City of San José and the County of Santa Clara in serving 13,776 youth this year.

Table 73

	Youth Satisfaction	Developmental Asset Service Productivity	Agency Selected Service Productivity	Total Hours of Service
SJ BEST Effectiveness Community Based Providers	85%	72%	75%	286,497
Santa Clara County JJCPA Community Based Providers	82%	59%	64%	214,524
Total Hours of Service				501,021

Table 74

Funds Available for Intervention Services	
Funding Source	Amount of Funds
San José BEST & MGPTF	
BEST Community Based Org. Funds	\$ 2,764,790
Other City of San José Funded Services	\$ 1,235,210
BEST Matching Funds	\$ 1,407,766
Safe Summer Initiative	\$ 242,824
Total BEST & MGPTF	\$ 5,650,590
San José PRNS Interventions	
Clean Slate	\$ 202,336
Safe School Campus Initiative	\$ 1,842,089
STAND	\$ 557,666
Total San José PRNS	\$ 2,602,091
Community Based Org. JJCPA	\$ 2,696,202
County JJCCPA Funds	\$ 3,259,172
Total Santa Clara County JJCPA	\$ 5,955,374
Safe Summer Initiative SCC DA's Office	\$ 100,000
Total	\$ 14,308,055

Increased Collaboration

\$1.5 million increase in funding for intervention services as compared to last year. This last year was the strongest the collaboration between the City of San José and County of Santa Clara has been for a number of years.

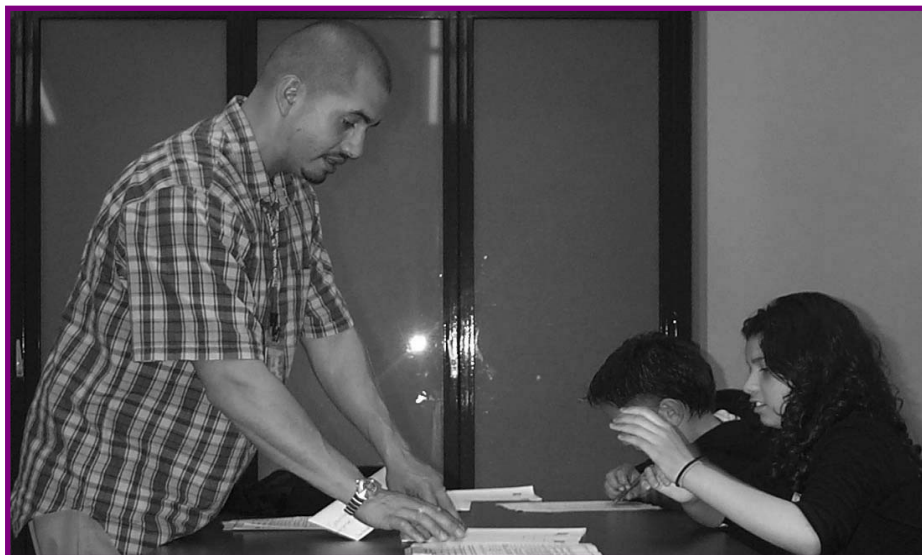


Table 75

Performance for Strategic Goal 1 for Effect	Result	Met Performance Goal
1. BEST-funded service providers will produce a 70% customer satisfaction rate for youth and their parents.	Youth 85% Parents 88%	Yes
2. Seventy (70%) of youth participants in BEST-funded services will report an improved ability to connect with caring adults.	Youth 78%	Yes
3. 80% of MGPTF Tech Team and Policy Team members will report that City-funded services were effective in supporting youth developmental assets.	Being effective was reported by 81% of members	Yes
4. Staff members of BEST-funded services will report that the level of participation in their communities increased for 60% of youth.	Youth 73%	Yes
5. Youth, their parents/guardians, and staff providing service will indicate, via survey reports, that 60% of youth will meet the target changes in youth development assets because of the services they received from MGPTF services.	Youth 72% Parents 78%	Yes
6. Eighty (80%) of MGPTF Policy and Technical Team members will report that the MGPTF was effective or somewhat effective.	97%	Yes
7. Eighty (80%) of MGPTF Policy and Technical Team members will report their knowledge of other service providers increased.	98%	Yes
8. Eighty (80%) of MGPTF Policy and Technical Team members will report improved communication with other service providers.	96%	Yes
9. Eighty (80%) of the youth and parent advisory groups will indicate that their advisory group was effective or somewhat effective.	Still in Progress	No
10. Assist schools within San José to reduce their dropout rate.	4-Year Drop out rate reduced by 4%	Yes
11. 100% of gang-related graffiti will be removed within 24 hours of being reported.	Yes for weekends	Yes
12. Report yearly to the MGPTF on BEST eligible services to make sure that domestic violence, substance abuse, recreational, transition back to school, and parental services for disconnected youth are included.	Done	Yes

The MGPTF met all their effect performance goals with the exception of the parent and youth advisory group which is still being organized.

schools. This research on “resiliency” also identifies the importance of high expectations by youth, and adults working with them, to become good at something. Another factor in resiliency research is that youths need to have meaningful participation in home, school, and the community. When youth have these three factors in their lives (Caring Adults, High Expectations, and Meaningful Participation), they have a very good chance of achieving success as they transition into adulthood.

“Seamless” Service Delivery System

The “seamless” service delivery system of the MGPTF connects all local intervention-based initiatives, thus establishing a “Safety Net” to surround youth with positive influences to create stronger relationships to their families, friends, church, community, school or other pro-social groups. The multi-dimensional challenge of reconnecting youth is a community issue that requires a community response grounded in communication, collaboration, and a sustained commitment to leveraging available resources to intervene in the lives of youth. The primary sources of financial support to implement “asset-based” intervention services are provided through the BEST Program, Parks Recreation and Neighborhood Services Intervention Programs, the County of Santa Clara District Attorney’s Office, and the County of Santa Clara Juvenile Justice Crime Prevention Act (JJCPA) administered by the Probation Department. The four funding sources, along with other partners that matched BEST funds from the City of San José provided \$14.3 million to serve 13,776 youth with intervention services this last year. To expand the model service delivery system, a new focus is being placed on the coordination of youth referrals among the members of the MGPTF and the corresponding outcomes that result within the strategic areas of Early Care, Prevention, Intervention, After Care, and Suppression. Leveraging community resources will create safe spaces for youth to develop their talents, skills, and abilities through pro-social activities and engagement.

The structure of the MGPTF into a policy team and technical team is continuing to strengthen and expand the Continuum of Care. Two indicators of this expansion are the growth in the number of non-BEST funded members of the MGPTF Technical Team and the growth in intervention funds provided by the MGPTF collaboration.

Effort – What will we do? (Outputs)

1. Expand the multi-media strategy and website to insure cultural relevancy and wide ranging appeal.
2. Expand BEST eligible services to make sure that all cultural and ethnic groups are included in intervention services.
3. Expand the dissemination of the “*Student Guide to Police Practices*.”
4. Monitor the public awareness campaign to track impact.
5. Monitor MGPTF BEST-funded services to make sure the services contracted serve all cultural groups affected by gangs, youth violence, and drugs.

Effect – Are we better off because of our efforts? (Outcomes)

1. Increased public awareness regarding the City’s programs and services.
2. Increased participation in and utilization of the City’s programs and services.

This new strategic goal of the Strategic Work Plan 2008–2011 was approved for adoption by the City Council on September 23, 2008. Evaluators will work with City staff to develop an evaluation design to track this goal.



Strategic Goal 2

Design and execute an education and awareness campaign that employs culturally competent strategies to inform and engage youth, families, and community partners to live, work, and prosper together.

The MGPTF Technical Team serves as a hub of information for the public about the resources that are available and how to access community resources to reduce violence and youth participation in anti-social behavior. In an effort to ensure widespread dissemination and appeal, associated marketing efforts will employ strategies that are culturally competent and reflect a commitment to leveraging the city's diversity to enrich the life and community experience. In addition, the Technical Team will work with other youth initiatives and create a uniform "anti-violence" message.

Strategic Goal 3

Implement a comprehensive capacity-building strategy to equip the Task Force members, youth, families, and neighborhoods with the skills and resources necessary to reduce violence and anti-social behavior in the City of San José.

Effort – What will we do? (Outputs)

1. Ninety (90%) of MGPTF members will take part in the Gang Intervention Training Institute.
2. Assist schools, parents, neighborhoods, and other institutions to build capacity to reduce violence, bullying, and other anti-social behaviors.
3. Build capacity of our youth to cope with peer pressure, gangs, violence, drugs, alcohol, and other anti-social influences.
4. Multiple parent workshops provided each year in different languages.
5. Build capacity of our youth service providers to reduce the adverse impact of drugs and alcohol.

Table 76

Performance for Strategic Goal 4 for Effect	Result	Met Performance Goal
1. Ninety (90%) of BEST-funded service providers will build their capacity to work with gang-involved youth by participating in BEST-funded services, professional development services, and cross-training opportunities.	New outcome not measured	
2. Gang Intervention Training will be provided to other youth service providers who work with youth in schools, libraries, youth centers, etc.	Yes, trainings provide with 92% meeting outcomes	Yes
3. Participants in parent trainings will indicate a 70% customer satisfaction rate with the trainings.	93% parents satisfied	Yes
4. Seventy percent (70%) of parents will indicate that they improved their skills and knowledge about youth and gangs, accessing youth intervention resources and how to advocate for their child due to their participation in the workshop.	92% of parents indicated that outcomes achieved	Yes

Parent and staff gang awareness and gang intervention trainings went well this last year. Both programs had high customer satisfaction and service productivity scores.

Table 77

BEST Funded Staff Training to Build Capacity to Work with Gang Involved Youth	Staff Customer Satisfaction	Gang Intervention Service Productivity
Level Two Training 2008	88%	92%

Level 2 Gang Intervention Training for MGPTF staff members went well with high satisfaction and service productivity rates. A level 3 training curriculum should be considered for the next year. The training is provided by California Youth Outreach.

Effectiveness of Parent Trainings

During FY 2007-08, San José BEST funded eight (8) grantees to provide parent trainings focused on various topics, including: gang awareness and juvenile justice, addiction prevention, community involvement, disaster preparedness and family violence prevention. These funds were made available through the OJJDP. Below is the list of San José BEST grantees that were funded to deliver parent trainings.

- California Community Partners for Youth (CCPY)
- California Youth Outreach (CYO)
- Catholic Charities of Santa Clara County
- Eastfield Ming Quong (EMQ)
- Fresh Lifelines for Youth (FLY)
- George Mayne Elementary School
- Mexican American Community Services Agency (MACSA)
- Volunteer Center of Silicon Valley (VCSV)

The data provided in this summary report reflects September 2007 through May 2008 and includes information for the following trainings:

Gang Awareness and Juvenile Justice Parent Training

Gang Awareness and Juvenile Justice Trainings are designed to help parents identify the types of gangs and signs of gang involvement. These trainings provide information on the factors that contribute to gang involvement and the type of activities and behaviors that are associated. Parents also learn how to prevent the impact of gangs in their community and the resources available.

Community Involvement Parent Training

Community Involvement Trainings are designed to provide parents with information about community involvement through volunteerism and the associated benefits. These trainings foster knowledge about volunteer opportunities, skill development and positive socialization for youth.

Disaster Preparedness Parent Training

Disaster Preparedness Trainings are designed to provide parents with an overview of emergency preparedness, the importance of a home emergency kit and knowledge of community resources to help prepare for disasters.

Addiction Prevention Parent Training

Addiction Prevention Trainings are designed to increase parents' knowledge about drugs, alcohol and other high risk behaviors in addition to the resources available for youth in the community that are in need.

HIGHLIGHTS OF PARENT TRAININGS

Effort of San Jose BEST Grantees September 2007- May 2008

- BEST funded eight grantees totaling \$84,000 to deliver parent training services during FY 2007-08.
- Grantees delivered 6,828 hours of direct service between September 2007 and May 2008.

Effect of San Jose BEST Grantees September 2007- May 2008

- Parent customers gave the San José BEST Parent Trainings high customer satisfaction ratings: gang awareness and juvenile justice (93.1%); community involvement (78.9%); disaster preparedness (94.3%) and addiction prevention (87.8%).
- San José BEST Parent Trainings were effective in producing positive changes in their parent customers as reflected in the service productivity ratings exceeding the target goal of 60%.
- Parents completed a total of 679 surveys about the effect of the parent training services in producing new skills and behaviors from September 2007 – May 2008. Remaining surveys will be completed and submitted at the end of 4th quarter.

The MGPTF Technical Team builds and expands the capacity of its members to effectively redirect youth away from gangs and connect them to positive alternatives. In recognition of the significant influence of the home environment on the pro-social development of youth, the capacity of parents, families, and neighborhoods will be enhanced to compliment the MGPTF members in addressing violence and anti-social behavior in our communities. The central focus of this goal is to enhance the capacity of the community to respond to the multi-dimensional challenge that violent and anti-social behavior presents.

Strategic Goal 4

Effort – What will we do? (Outputs)

1. MGPTF will implement a Community Response Protocol for 90% of our schools and 90% of our youth and community centers.
2. Gang-related incidents of violence will be reported at the Technical Team meetings, and the Technical Team will implement action steps to resolve the incidents. Technical Team members will interview and visit all victims of violence in hospitals, homes, or schools to meet their needs, reduce retaliatory incidents, and prevent future incidences of violence. The MGPTF will track these incidents and their outcomes.
3. Organize a Safety Summit by Police Division with all the relevant stakeholders and partners.
4. Continue to build our capacity to work with all the diverse cultural groups that are a strength of the City.
5. Create safe spaces for youth to engage in pro-social developmental activities.
6. Continue to develop a community response protocol and corresponding trainings.



Table 78

Performance for Strategic Goal 4 for Effect	Result	Met Performance Goal
1. Participants in Crisis Response and Code Red Trainings will indicate a 70% customer satisfaction rate with the trainings.	83% Satisfied	Yes
2. Seventy (70%) of Community crisis Response service providers will report that their participation in the MGPTF has enable them to take action with other members to meet the needs and solve problems in our city.	96% agree or somewhat agree with this satisfaction	Yes
3. Community Crisis Response Protocol will produce a 70% customer satisfaction rate among schools, community centers, and neighborhoods.	Schools have high satisfaction with service at 92%	Yes for schools - still need to do community center survey
4. Seventy (70%) of service providers will report that they have developed effective partnerships focused on solutions that protect public safety.	New Measure	
5. Seventy (70%) of service providers will report that open and direct lines of communication between schools, law enforcement, community-based organizations, faith-based organizations, community center staff, and community leaders were established.	New Measure	

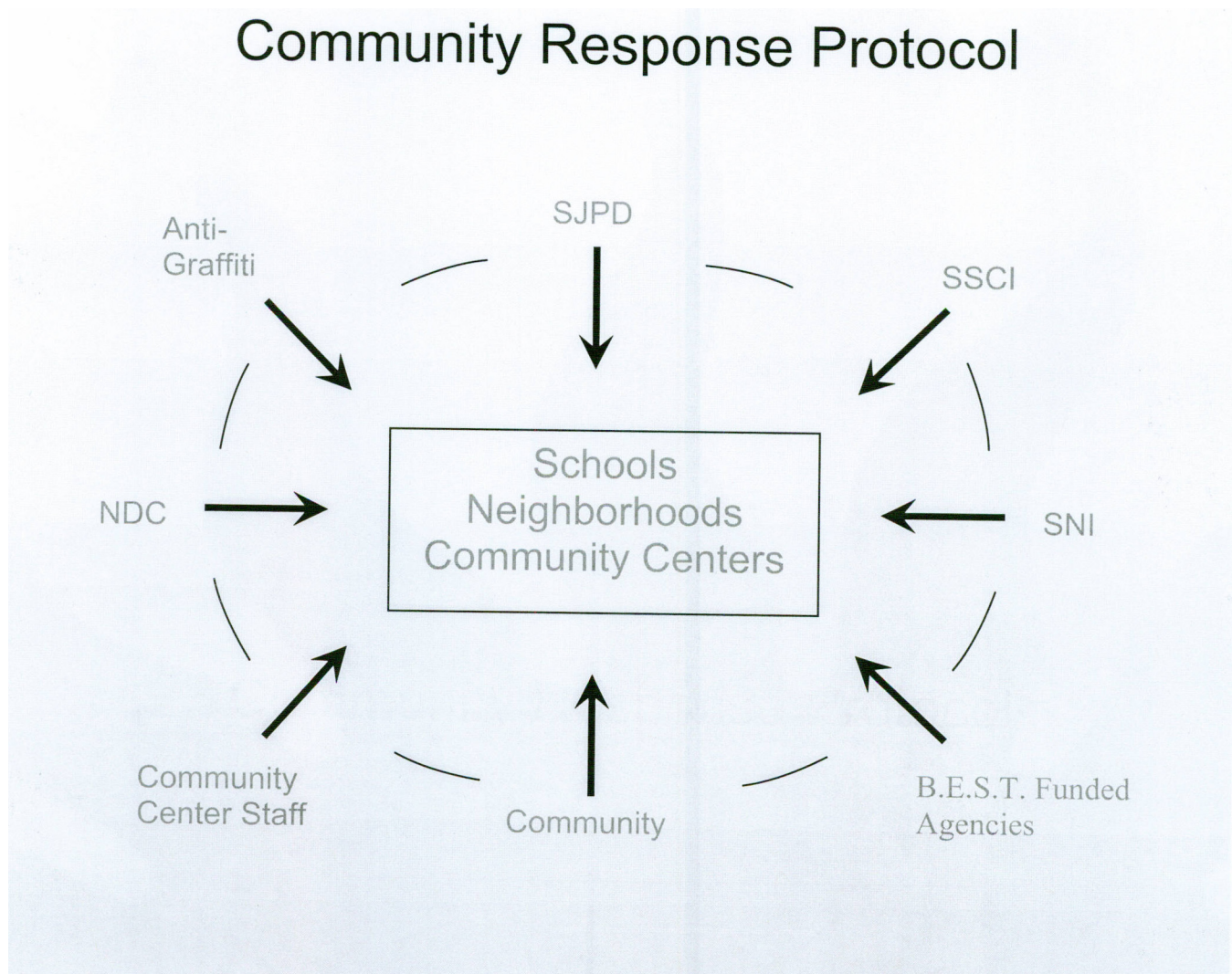
Two of the effect measures are new and will be measured for performance next year. Community, Youth, and CBO Centers will need to be measured next year.

Historical measures are still meeting performance goals.

Community Crisis Response and Safety Protocol

The following graphic indicates some of the major partners in San José Community Crisis Response and Safety Protocol. This next year the crisis response protocol will be continued to be expanded to youth centers, and some community based centers.

Graphic 10



Strategic Goal 5

Leverage and coordinate the City of San José's MGPTF Continuum of Care Model with local, state, and national initiatives.

The MGPTF Technical Team creates a seamless intervention-based service delivery system, one that establishes a single point of contact so that families and providers can easily access services, resources and information. In light of the history of the MGPTF and lessons learned over the years, the City of San José will disseminate information regarding best practices and replicable strategies and tactics that have made the Continuum of Care model successful. The MGPTF Technical Team will align and coordinate the Strategic Work Plan with other similar plans and initiatives in order to gain local, state and national support, ensuring that San José youth remain safe and can achieve their fullest potential. Special emphasis will be placed on leveraging the collaborative nature of this effort and facilitating the creation of a fund development strategy aimed at increasing the financial resources required to support program enhancements and expansion.

Effort – What will we do? (Outputs)

1. Track the involvement of MGPTF members in each of the local, state, and national initiatives.
2. MGPTF will actively work together to raise funds from public and private sources to meet its goals.
3. The MGPTF will track the responses to requests for proposals.
4. Continue to work to insure the successful transition of youth out of foster care and out of incarceration.
5. Continue to coordinate efforts with other local agencies in the County of Santa Clara.
6. Continue to participate in the California 13 Cities Gang Prevention Network.
7. Continue to assist other cities and communities in addressing gang problems through the development of their own continuum of services and gang prevention networks.
8. Continue to assist Santa Clara County's Juvenile Justice Systems Collaborative (formerly Juvenile Detention Reform) to fund and develop alternatives to incarceration.

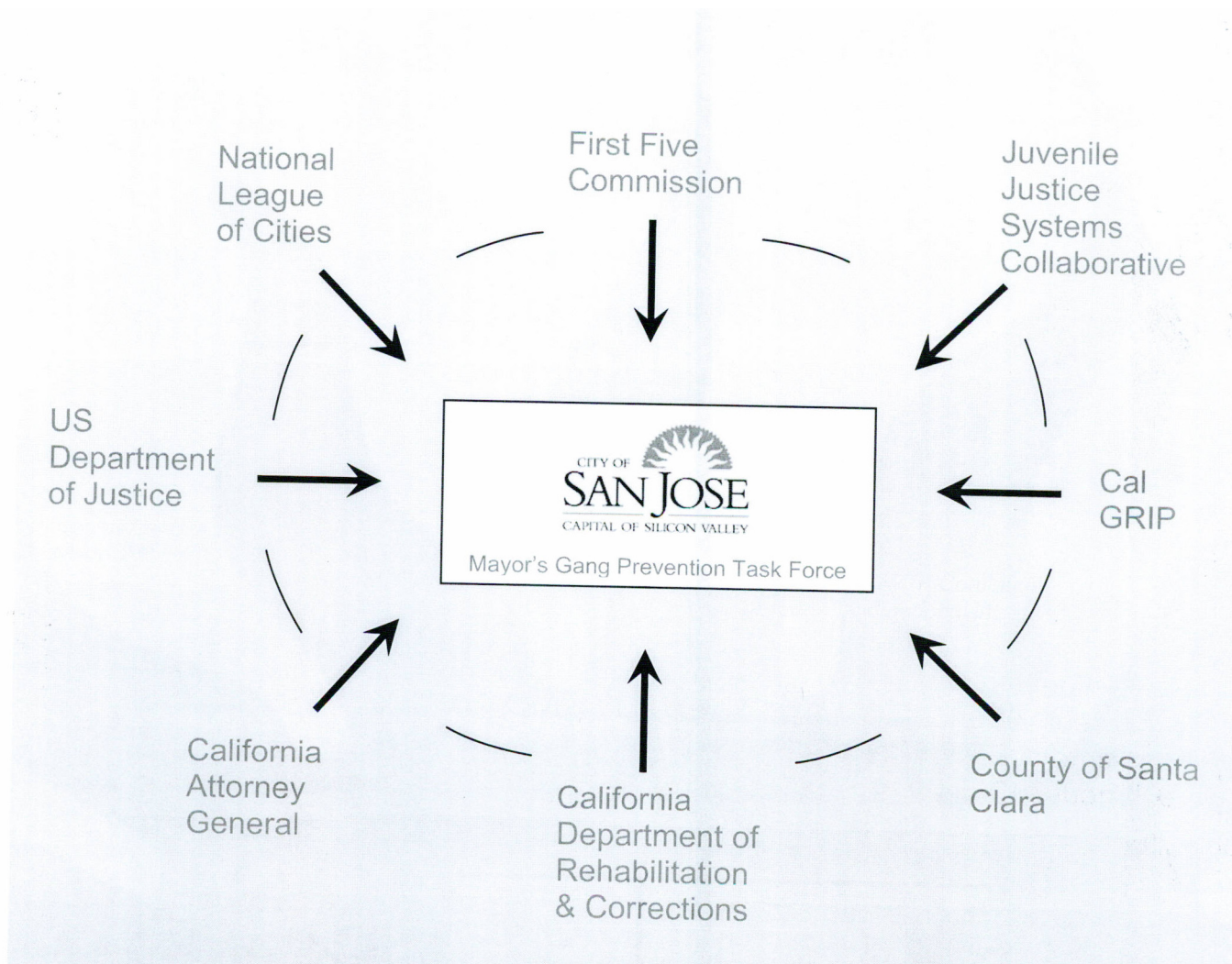
Table 79

Performance for Strategic Goal 5 for Effect	Result	Met Performance Goal
1. MGPTF members will report on the effect of the Juvenile Justice Services Collaborative at MGPTF meetings twice a year.	Done	Yes
2. By 2011, \$1,000,000 of new funding will be secured to support the continuing activities of the MGPTF.	Ongoing	
3. 70% of service providers will report that their involvement in the MGPTF has assisted them to form partnerships with related local, state and national initiatives being implemented in the City.	95% agreed or somewhat agreed to this statement	Yes
4. Document the cooperation of the MGPTF strategy with other local, state, and national initiatives.	New Measure	

Local, State, and National Initiatives

The following graphic indicates some of the major partners that the MGPTF works with to leverage funds to meet the goals of the Strategic Work Plan.

Graphic 11





Community Crime Prevention Associates (CCPA) was established in 1991 and has field offices in San José and Oakland, California. CCPA has completed all of its contracted work, including strategic plans and evaluations, on time and on budget. CCPA's evaluation recommendations have an 85% acceptance rate. CCPA specializes in improving community capacity to improve neighborhoods and the quality of life for all residents. For example, CCPA has assisted the County of Santa Clara to design, implement, and evaluate over \$254 million in programming allocated to build healthy and resilient communities, families, and youth over the past 15 years. CCPA built an evaluation system for local community based initiatives, which has produced effort and effect data about 158 community-based programs this year. CCPA is currently assisting 158 community-based organizations, 312 schools, and 38 governmental agencies to obtain funding, implement services, and build evaluation systems to practice continuous improvement -- ultimately to build effective and efficient services for safer neighborhoods.

CCPA is proud to have been retained by its clients over time:

- Assist the City of San José to continuously improve the efforts, effects, and results of their Mayor's Gang Prevention Task Force and various prevention programs for the past 19 years.
- Assist the County of Santa Clara Probation Department to strengthen its juvenile justice programs for the last 14 years.
- Assist the Oakland Fund for Children and Youth to maximize after school and other opportunities for child and youth development for the last nine years.

CCPA has business licenses in the cities of Oakland, San José, and Alameda, California.

Community Crime Prevention Associates

San José Office

PO Box 730

San José CA. 95106

Phone: 408.398.3180

Administrative Office

2019 Clement Avenue, Building 6

Alameda, CA 94501

Phone: 510.814.1844

Fax: 510.814.6980

Current Contracts

Currently, CCPA has the following contracts -- to assist in planning, coordination, implementation, and evaluation of over \$48 million in annual allocations for direct services to children and youth:

- San José Mayor's Gang Prevention Task Force - BEST Program Evaluation
- San José After School Program
- San José Weed and Seed Evaluation
- San José State University Gear Up Program
- Santa Clara County Aftercare Program Evaluation
- Santa Clara County Status Offender Program Evaluation
- Santa Clara County Restorative Justice Program Evaluation
- Santa Clara County Assessment Center Evaluation
- Santa Clara County Truancy Reduction Services Evaluation
- Santa Clara County Juvenile Detention Reform Effort
- Santa Clara County Weed and Seed Evaluation
- City of Santa Rosa Gang Prevention Task Force and CHOICE Evaluation
- Oakland Fund for Children and Youth Evaluation

CCPA has assisted in the following strategic action plans:

- Yearly Strategic Plans for San Jose Mayor's Gang Prevention Task Force 1992-2011
- San Jose Weed and Seed strategy, implementation plan 1996-1999
- San Jose Police Department Professional Development System 2000-2002
- Santa Clara County Juvenile Justice Action Plan for years 1998-2004
- Santa Clara County Children Shelter Strategic Plan 2000
- San Jose Youth Anti-Tobacco Collaborative 2002

CCPA believes that it is also important to acknowledge that two BEST-funded agencies, California Youth Outreach (CYO) and Fresh Lifelines for Youth (FLY), retain the bookkeeping services of At Your Non-Profit Service, an agency whose principal is married to CCPA's Managing Partner. CCPA hired an independent evaluator to evaluate both of these programs. At Your Non-Profit Service does not assist CCPA and is not involved in any aspect of evaluating BEST-funded services. Furthermore, CCPA principals and associates are committed to building community capacity to work with needy youth, families, and communities – in both their professional and personal lives. In fact, CCPA associates are encouraged to provide pro bono services to community-based services, one of CCPA's core values. As a result, CCPA principals and associates work with and assist BEST-funded and other community-based organizations in a variety of pro bono capacities, including fund raising, board development, staff development, organizational development, and event planning.

Grantee Summaries



SAN JOSÉ

BEST GRANTEE



EVALUATION
REPORTS

FOR CYCLE XVII



2007-2008